

# **Exhibit W**

**Filed Under Seal Pursuant to  
Protective Order dated October 16, 2019  
(ECF No. 464)**

## Message

**From:** Moreau, Maxine L [/O=CTL/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=MAXINE.MOREAU]  
**Sent:** 8/20/2017 6:36:34 PM  
**To:** Cole, David [/O=CTL/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=David.d.cole]  
**Subject:** Fwd: CX Preso and word doc  
**Attachments:** Consumer\_2015to2017CX\_BoardDeck\_Master\_v13.pptx; ATT00001.htm; Consumer\_2015to2017CX\_BoardDeck\_Master\_v13.pdf; ATT00002.htm

Sent from my iPhone

Begin forwarded message:

**From:** "Hemphill, John W" <[John.Hemphill@centurylink.com](mailto:John.Hemphill@centurylink.com)>  
**To:** "Moreau, Maxine L" <[Maxine.Moreau@centurylink.com](mailto:Maxine.Moreau@centurylink.com)>, "Gibson, Wesley R" <[wes.gibson@centurylink.com](mailto:wes.gibson@centurylink.com)>  
**Subject:** RE: CX Preso and word doc

Maxine,

Please use version 13. I had found a mistake and corrected.

John

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**From:** Hemphill, John W  
**Sent:** Sunday, August 20, 2017 5:36 PM  
**To:** Moreau, Maxine L <[Maxine.Moreau@centurylink.com](mailto:Maxine.Moreau@centurylink.com)>; Gibson, Wesley R <[wes.gibson@centurylink.com](mailto:wes.gibson@centurylink.com)>  
**Subject:** CX Preso and word doc

Maxine,

Attached is the CX preso and the word doc (the bible). I am still working on talking points for these slides. Will send those when complete. At the end of the preso is a section of slides we created and discarded, combined, etc.

John

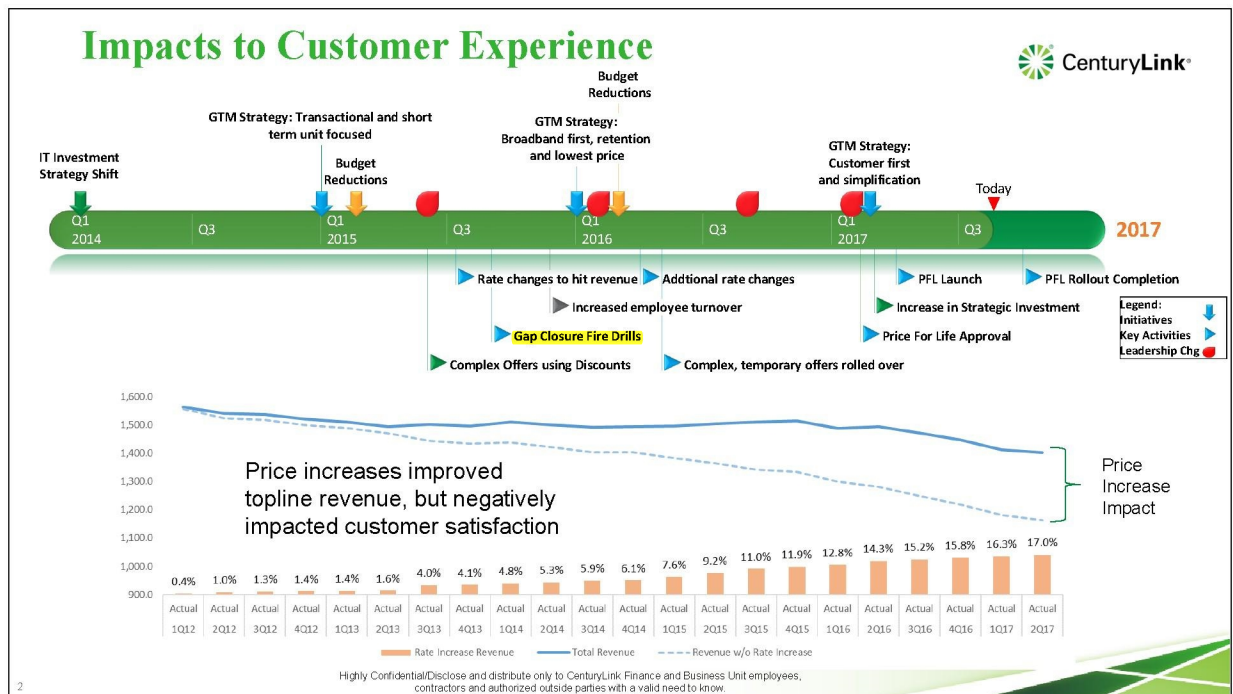
### John Hemphill

Consumer Markets | Chief of Staff  
 100 CenturyLink Drive, Monroe, LA, 71203  
 Mailstop: (3SW733)  
 tel: 318.362.1849 cell: 318.801.5254  
[john.hemphill@centurylink.com](mailto:john.hemphill@centurylink.com)





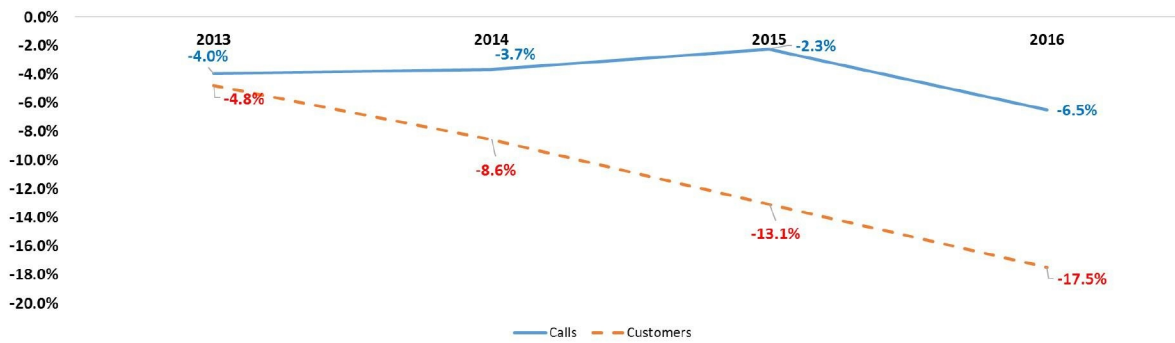
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## Call Trends vs. Customer EIS



Cumulative Change in Call Volumes and Customers  
Since 2012



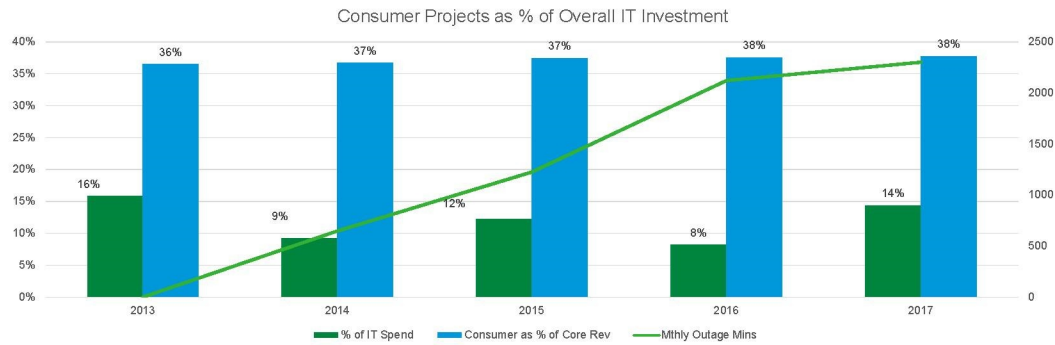
Consumer customer base continues to decline while total call volume is not declining at the same rate

## Offer Complexity



Offer complexity created by *a desire to promote lowest price point* and *system limitations* drove complexity to frontline teams and customers

## IT Investment



Consumer IT investment under-indexed relative to core revenue

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## 2017 – Customer-Centric Improvements



### People:

- End-to-end Consumer Leader
- Unified Organization w/ specific CX targets
- Increased Training
- Clear Accountability

### Process:

- Quality Assurance
- Customer Feedback Loop
- Social Media
- Performance Management

### Product:

- Profitability First, Units Second
- Broadband First Approach
- Simplified Pricing, Billing and Speed Tiers: Price for Life

### Technology:

- Salesforce.com
- IBM Watson
- CLICK / Max
- Digital Experience

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# Billing Simplification After Price for Life Changes



- Bill Before Price for Life  
3 pages of detail

## Details of Your CenturyLink Packaged Services

Service Period: MAR 01 - MAR 31

### Home Phone II

Monthly Recurring Charges: \$1.90

#### Services for: 254-248-1601

1 Pay Residence Line  
3-Way Calling  
60 Select Call Forward  
64 Select Call Forward  
66 Ring Forward  
69 Call Return  
77 Asynchronous Call Forward  
Call Forward Busy  
Call Forward No Answer  
Call Forwarding  
Caller ID With Call Waiting  
Extended Local Call Area  
Message Waiting Indicator  
Unlimited Long Distance (Voice Only)  
VIP Alert  
Voicemail Basic

#### Services for: CTL106515003

High Speed Internet

#### Package Charges

Discounts

Antidrop Promotion

(Expires 01/30/22)

Promotional Discount

(Expires 01/30/22)

Package Charges After Discount

Subtotal Packages

Taxes, Fees and Surcharges

CLARK Sales Tax

Federal Property Tax Recovery Fee

Federal Regulatory Recovery Fee

Federal Telecommunications Relay Fee

Federal Universal Service Fund Surcharge

TEXAS Sales Tax

Taxes, Fees and Surcharges

TEXAS Universal Service Fee

Total Taxes, Fees and Surcharges

Total Packages (including Taxes, Fees and Surcharges)

## Details of Your CenturyLink Broadband Services

Service Period: MAR 01 - MAR 31

### Services for: CTL106515003

#### Monthly Charges

Standard 100 Mbps Recovery Fee

CenturyLink @Home Standard

Basic Usage Fee

Total Monthly Charges

Discounts

CenturyLink @Home Promo Discount

Excludes (05/01/17)

Total Discounts

Taxes, Fees and Surcharges

CLARK Sales Tax

TEXAS Sales Tax

Total Taxes, Fees and Surcharges

Total Broadband (including Taxes, Fees and Surcharges)

Details of Your CenturyLink Voice Services

Local Service Period: MAR 01 - MAR 31

Long Distance Service Period: MAR 01 - MAR 31

Long Distance Service provided by CenturyLink Communications, LLC.

Using the toll-free number 800-444-4444.

#### Services for: 254-248-1601

#### Monthly Charges

Local Service

CenturyLink Subscriber Line & Access Recovery Charge

Anti-Drop Promotional Surcharge

Long Distance Service

Long Distance Line Charge

Total Monthly Charges

Taxes, Fees and Surcharges

Local Phone Service

CLARK Sales Tax

Federal Universal Service Fund Surcharge

TEXAS Sales Tax

Long Distance Service

Federal Property Tax Recovery Fee

Federal Regulatory Recovery Fee

Federal Telecommunications Relay Fee

Federal Universal Service Fund Surcharge

Taxes, Fees and Surcharges

Long Distance Service

TEXAS Sales Tax

Total Taxes, Fees and Surcharges

Total Voice (including Taxes, Fees and Surcharges)

- Bill After Price for Life  
1 page of package summary

## Details of Your CenturyLink Packaged Services

Service Period: JUL 21 - AUG 20

### CenturyLink High Speed Internet and Voice Package

Monthly Recurring Charges: 80.00

#### Services for: 702-643-4141

Unlimited Nationwide Calling

#### Services for: CTL106850089

High Speed Internet

In Home WiFi Enabled Equipment

Package Charges

Subtotal Packages

Taxes, Fees and Surcharges

CLARK Sales Tax

Federal Excise Tax

Federal Property Tax Recovery Fee

Federal Regulatory Recovery Fee

Federal Telecommunications Relay Fee

Federal Universal Service Fund Surcharge

NEVADA Modified Business Tax Surcharge

NEVADA Sales Tax

NEVADA State Telecommunications Relay Service Surcharge

NEVADA Universal Service Fund Surcharge

NORTH LAS VEGAS City Statutory Gross Receipts Tax

NORTH LAS VEGAS Statutory Gross Receipts Tax

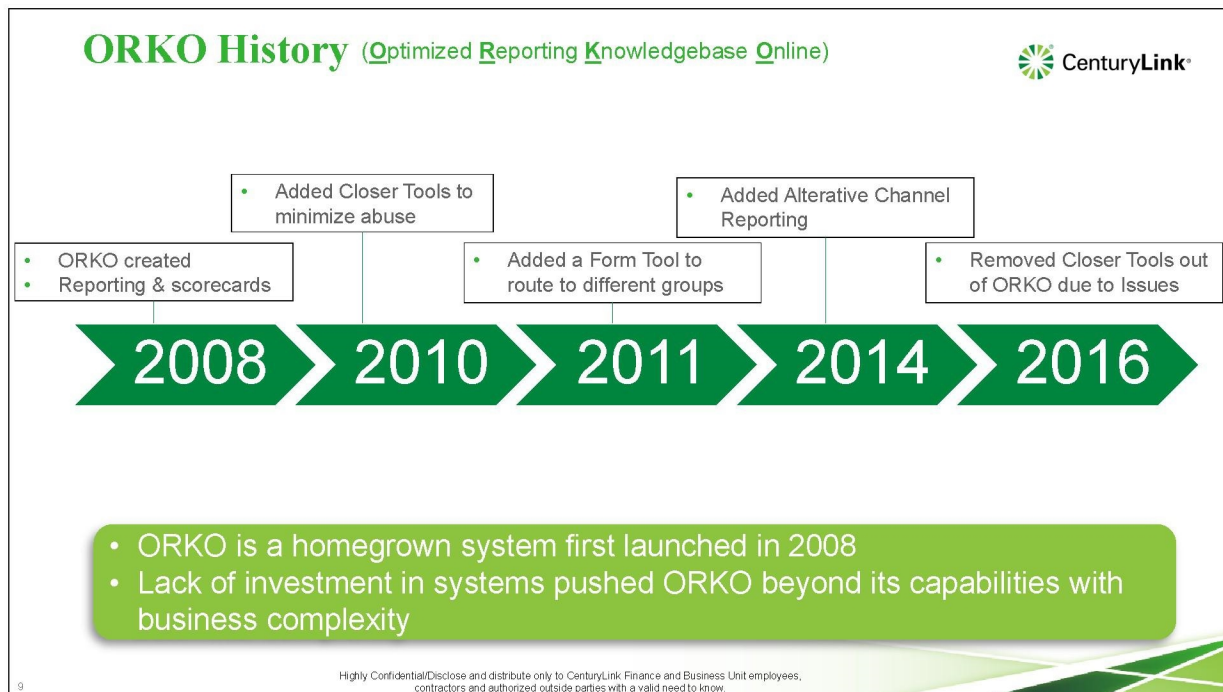
Total Taxes, Fees and Surcharges

Total Packages (including Taxes, Fees and Surcharges)

Highly Confidential/Disclose and distribute only to CenturyLink Finance and Business Unit employees, contractors and authorized outside parties with a valid need to know.



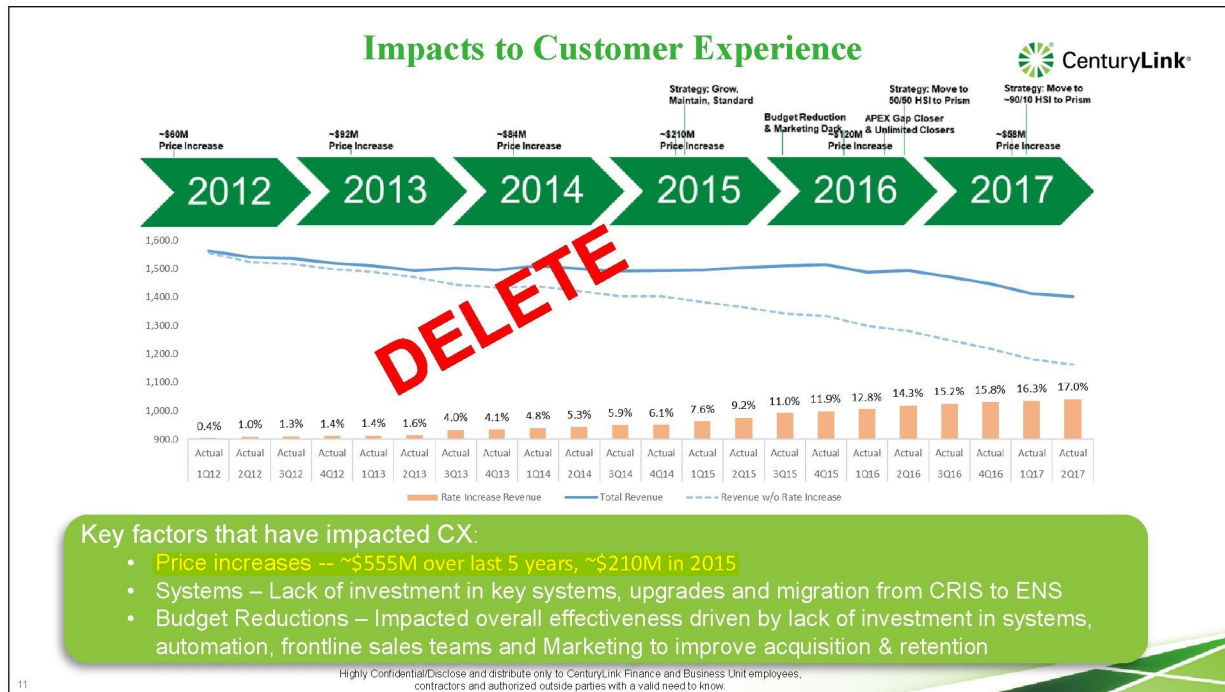
**SLIDES WE ARE NOT USING**



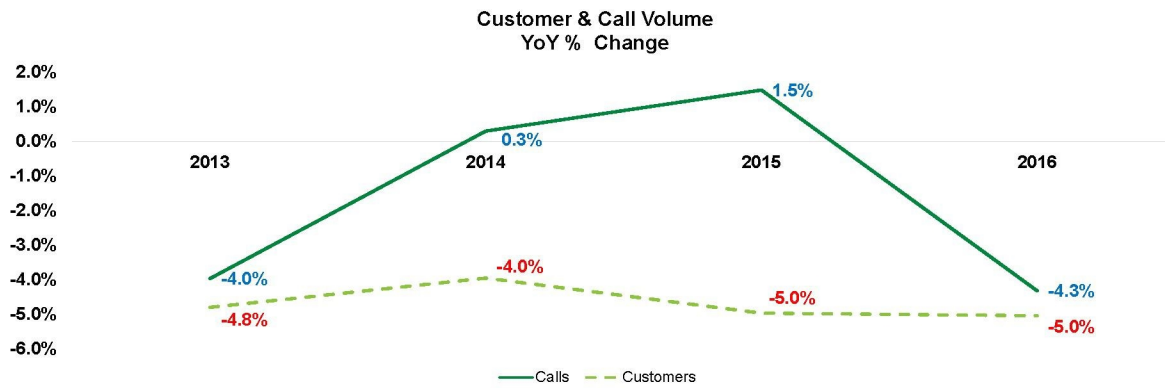
## Broadband Cost Recovery Fee (BBCR) History



The Broadband Cost Recovery Fee started raising in 2013 from \$.74 (2013) to \$3.99 (2016) and has caused customer confusion



## Call Trends vs. Customer EIS



Consumer customer base continues to decline while more consumers continue to call due to the complexities in our business

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## Consumer Investment Trends



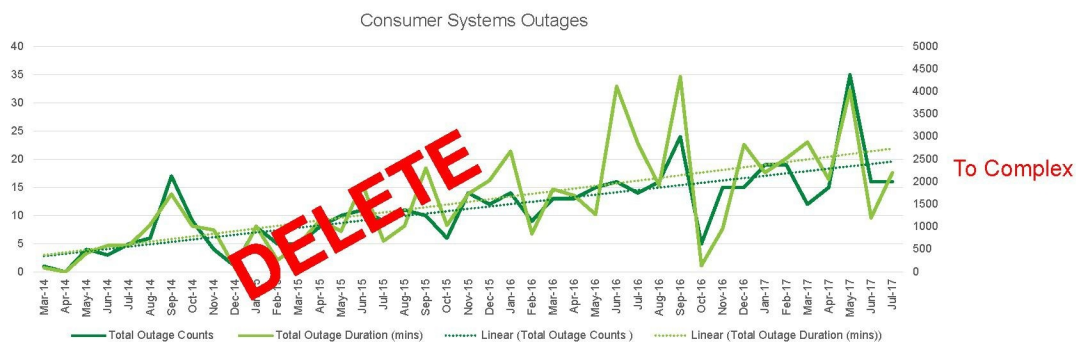
Consumer Projects as % of Overall IT Investment

To Complex



- In 2014, started to pivot to focus on Enterprise segment and large company transformation projects
- CRIS to Ensemble ~\$45M in gap closure and preparation for data migration with no benefit until 2018
- This has forced temporary solutions and added complexity for a quick go-to-market due to reliance on legacy systems with limitations

## Consumer Outages Summary



- Overall IT outages have improved in total company, however, Consumer is trending the wrong way
- The outages; as well as, length of impact have trended higher with 2016 being a significantly impacted year

duplicative

## Price Increases

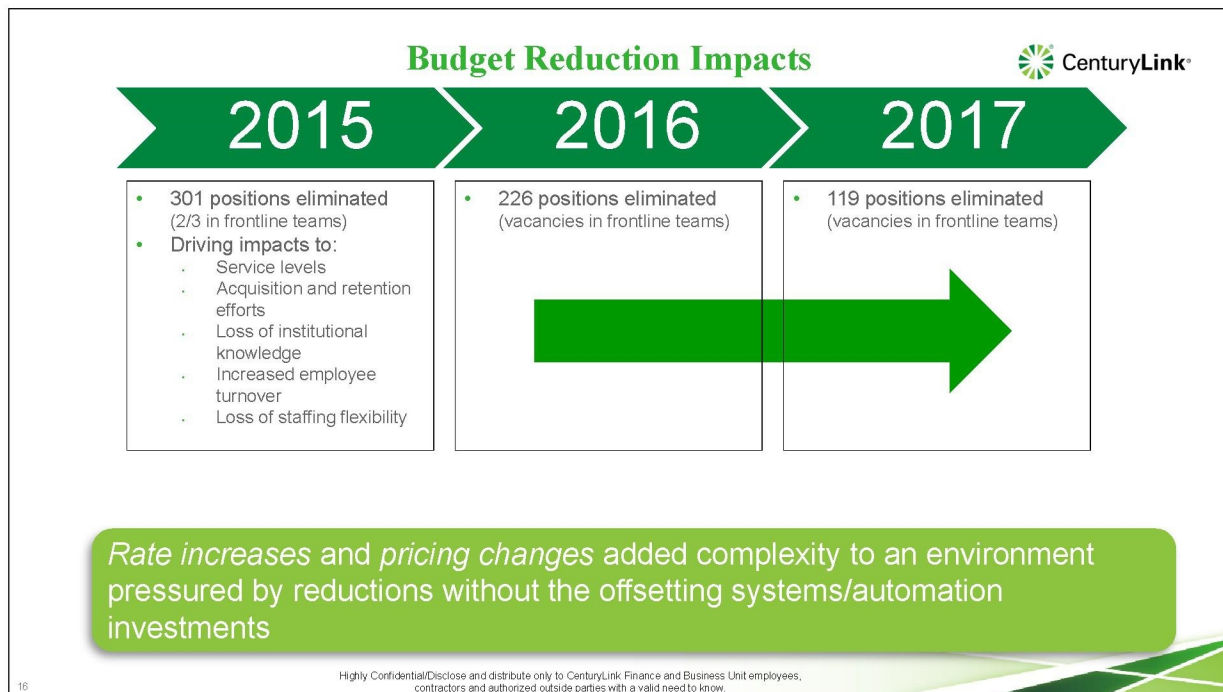


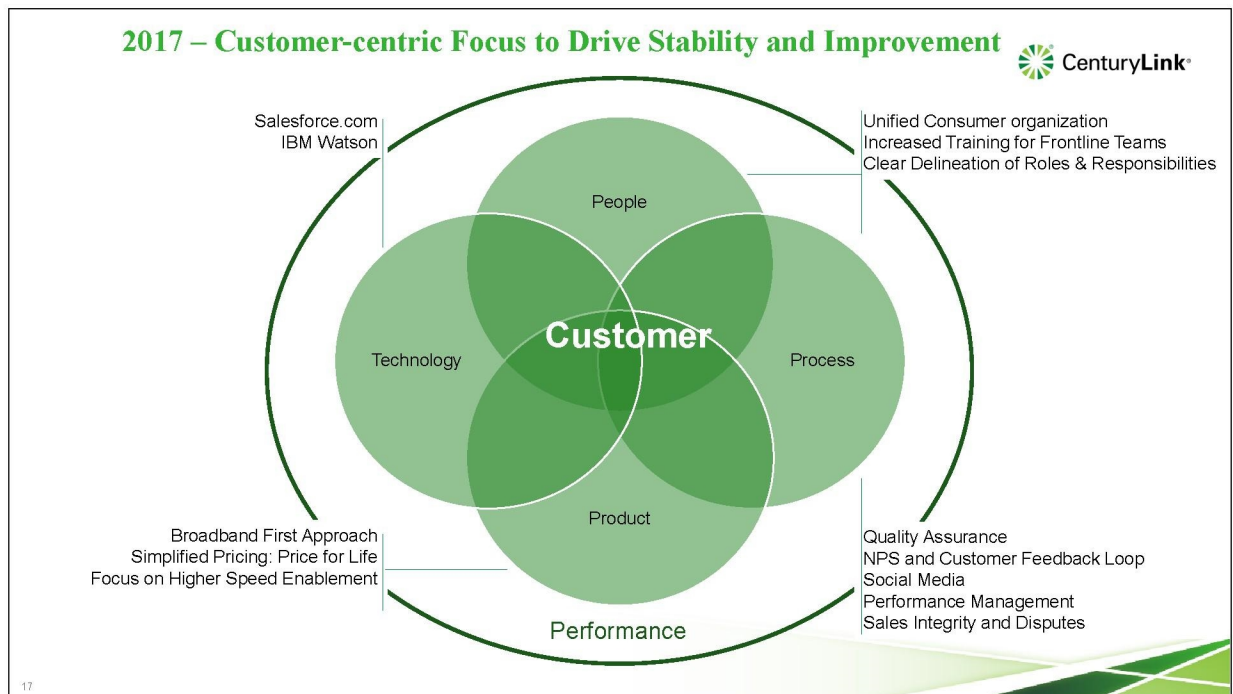
	2013	2014	2015	2016	2017
<b>Total Rate Increases</b>	<b>~\$82M</b>	<b>~\$84M</b>	<b>~\$210M</b>	<b>~\$122M</b>	<b>~\$59M</b>
Content			~\$16.0	~\$16.2	~\$11.9
BBCR Fee	~\$13.8		~\$34.2	~\$50.0	
Rest of Fees / Surcharges	~\$49.7	~\$43.8	~\$73.9	~\$9.9	~\$8.9
Increase to Base Prices	~\$18.6	~\$0.0	~\$85.9	~\$45.5	~\$37.9
<b>Total Customers</b>			<b>~5.8M</b>	<b>~2.7M</b>	<b>~1.6M</b>
<b>Customer Impacts</b>	<b>~\$2.50 - ~\$2.00</b>	<b>~5.8M</b>	<b>~\$3.00 - ~\$15.00</b>	<b>~2.7M</b>	<b>~\$1.00 - ~\$19.25</b>

- Pricing actions have been the driver of revenue growth for the last 4 years
- This has added complexity to the representative conversations, complexity to customer billing and ultimately to customer confusion
- In 2015, there were ~\$210M in rate increases impacting ~5.8M customers (over 80% of customer base)
- The majority of price increases have taken the form of new and increased fees

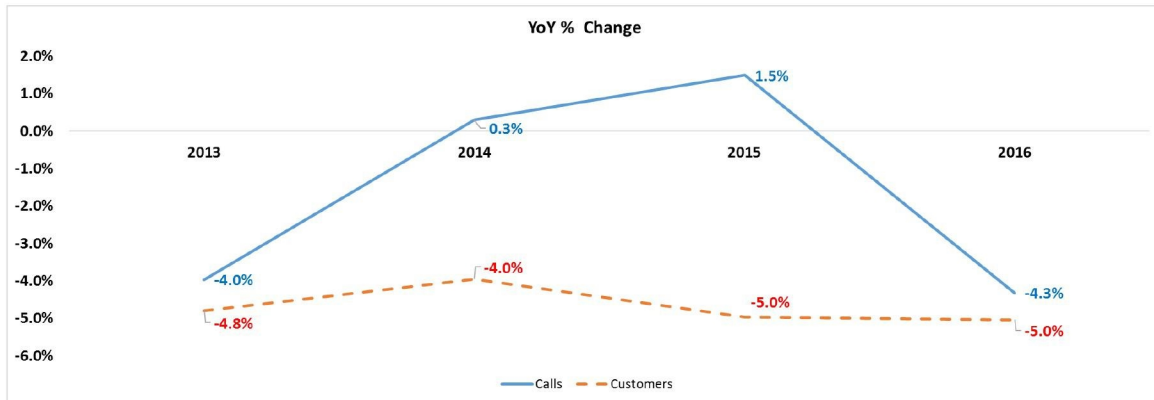
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## Call Trends vs. Customer EIS



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